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3 April 1952

MEMORANDUM FOR: DCFE

SUBJECT: Procurement of Military Personnel

1. During the past months our procurement efforts insofar as military personnel are concerned have been singularly unsuccessful, and I believe that this situation is primarily because we are not "playing the game" that the Department of Defense is playing. We do not share the same point of view regarding the procurement and utilization of military personnel. In the division we are prone to consider the Department of Defense as a convenient reservoir of manpower that can be drawn upon whenever civilian recruitment lags. The Department of Defense, on the other hand, believes that it is furnishing this Agency, as well as other government agencies, with advisors in the field of military science, tactics, and procedures.

2. The tension created by the clash of these viewpoints has been aggravated by the fact that we have exaggerated our estimated requirements to the point that Pentagon assignment officers believe that there is an extreme urgency in staffing the Agency with military personnel, and these assignment officers are repeatedly nonplussed by our unfavorable reaction to their nominees.

3. The policy that must be spelled out is how far we want to go in staffing this division with military personnel. At this moment we have "firm", active Recruitment Requests for [redacted] officers and [redacted] enlisted personnel in addition to our [redacted] requirement for [redacted]. If these recruitment requests are, in fact, an indication of our requirements, then it is incumbent upon us to change our policy regarding procurement. If, on the other hand, these recruitment requests again represent an exaggerated estimate of what we may eventually need, then we must so inform the Department of Defense so that the Pentagon assignment officers can put our procurement on the "retail basis" that is required if we are to obtain the services of a few highly specialized individuals.

4. The following

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5. From the above it should not be inferred that this division is solely or even primarily responsible for the situation that now exists. The skepticism of branch personnel has been fanned by the fact that many nominees are not qualified for the contemplated assignment, and even more often the profiles as prepared by Department of the Army personnel are too brief and incomplete to enable anyone to make a sensible decision. To break this log jam, however, the following action is recommended.

(a) Continue to screen files of personnel with discerning thoroughness. When an individual is not acceptable, we should inform the Chief, MPD as to the reasons for this non-acceptability. In this manner we should be able to educate our support staff, in this instance MPD, to the detailed features of our requirements.

(b) Institute a policy whereby officers in the grades of Lt. Col. and Colonel only are interviewed prior to acceptance. Officers in the grade of Major and below would only be interviewed when the qualifications desired are of such a special nature as to preclude acceptance on the basis of records.

(c) Hold name requests to a minimum so that we can get the cooperation necessary when legitimate, justifiable cases occur.

(d) Maintain close liaison with the Department of Defense via MPD to insure that they are aware of our changing requirements. This would insure that personnel do not arrive when we do not have an open position.

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